Leadership and Management – Framework

█████████ – Organisational Development Manager – January 2024

4-year framework that can be used to create programmes for Aspiring Managers, New Managers and Existing Managers who need to refresh or renew skills. Everything within will be linked and aligned to our vision, strategic priorities, purpose, and values and will be mapped in the delivery for understanding and relevance.

Topic	Knowledge, skills, and behaviours	Internal/External Delivery	Aspiring Managers	Face to Face or Virtual	Proposed Date
Induction	• The programme plan in detail – what to expect • Who is who in terms of support – internal and external • Introduction to leadership and management expectations, roles, and responsibilities. • Cultural Leadership – vision, mission, values, purpose • What to expect as a leader or manager • Leading in local council – governance and hierarchy, counsels, council, and scrutiny	OCC led but with provider spots Caroline or Gail – How the EDI strategy started. Our values. Why this programme is taking place.	Yes	F2F	April 2024
Workshop 1 Self-Assessment	• Completion of assessment suite to include a combination of: • Emotional Intelligence				May 2024

(repeated towards the end of the programme)	• VARK • DISC • Key Internal Drivers • Myers and Briggs (Or other personality type testing) • 360-degree feedback • Using appraisal feedback effectively • Skills scans • SWOT • Personal Development Planning • Goal Setting and Strategic Planning and accountability				
Workshop 2 Managing self and others: Time management, delegation, and productivity	• Time management tools and techniques • How to prioritise activities and approaches to planning • Avoiding procrastination • Delegation • Manging expectations - Saying No	External			June 2024
Workshop 3 Leading People	• Management vs Leadership (task management and inspirational leadership)	External			July 2024

	• Understand different leadership styles and qualities of a good leader. Adapting styles to suit people and the situation. • Introduction to coaching skills - the benefits of coaching to support people and improve performance. • Supporting the development of the team through role modelling values & behaviours and managing change effectively (fear and vulnerability) • Understand people and team management models, including team dynamics and motivation techniques.				
Workshop 4 Inclusive Leadership/Tacking Discrimination Self-Awareness	• Principles of equality and diversity in the workplace • Inclusive leadership – behaviours and traits • Understand organisational cultures, equality, diversity, and inclusion. • Know how to be self-aware and understand unconscious bias & inclusivity (Understanding and addressing unconscious Bias)	External and ▆▆▆ EDI Steering group support			August 2024

	• Psychological safety - creating an environment in which people feel respected, accepted, and comfortable to be themselves. • Inclusive conversations - Open, approachable, authentic, and able to build trust with others. • Sets an example, and is fair, consistent, and impartial. Open and honest. Operates within organisational values				
Workshop 5 Manage performance, development & attendance Managing workloads of others	• How to build a high-performing team by supporting and developing individuals and motivating them to achieve. • Understands performance management techniques including: • Setting expectations, goals, and objectives • Conducting appraisals • Reviewing performance • absence management • Providing constructive feedback • Recognising achievement and good behaviour	External			September 2024

	• Creating a thriving and inclusive environment. • Ability to organise, prioritise and allocate work, and effectively use resources. • Effective listening and constructive feedback skills and models				
Workshop 6 Building and Managing Relationships	• Understand approaches to customer and stakeholder relationship management, including emotional intelligence and managing conflict. • Building trust with the team, using effective negotiation, and influencing skills.	External			October 2024
Workshop 7 Effective Communication Skills	• Communication methods and channels • Understands how to use the Candid and Caring approach • Know how to hold challenging conversations and provide constructive feedback. • Use of active listening and provision of constructive feedback.	External			November 2024

	• Understand feedback mechanisms and how to use emotional intelligence					
Workshop 8 Wellbeing, Health and Safety of Self and Others and Green Initiatives	• Understands important of wellbeing and mental health for self and team. • Knows about internal & external resources e.g. MHFA, PAM, OCC Health • The feelings wheel – understanding own feelings and the feelings and behaviours of others and how to deal with them • Managing own Health and Safety and Line management responsibilities for H&S • Environmental sustainability	Both – reach out to ▮▮▮▮ and co. For the scenario session. Roll play!				December 2024
Workshop 9 Procurement, finance, budgeting, and data	**Procurement:** • Governance and the council constitution • Planning for procurement • Procurement rules and spending process • Specifications • **Finance and Budgeting:**	(Bring in multiply funding to deliver this?)				January 2025

	• Overview of financial Managment in business • Funding • Value for money • Council processes and tools • **Data:** • Evidence-based management				
1 x Open Session	• Learner led session: • Practical/skills practice • Small projects • Mentoring sessions • On the job training • Job swaps • Taster Sessions				February 2025
Workshop 9 Self-assessment and self-awareness – Supporting ongoing development	• What is self-awareness and how can you self-assess • Completion of assessment suite to include a combination of: • Emotional Intelligence • VARK • DISC • Key Internal Drivers • Myers and Briggs (Or other personality type testing) • 360-degree feedback	Internal Do we book end this (Mini version at the start)			March 2025

	• Using appraisal feedback effectively • Skills scans • SWOT • Personal Development Planning • Goal Setting and Strategic Planning and accountability				
Workshop 10 Employability and Personal Career Planning	• CV creation or update • Online profiles/videos • Application form support • Interview Skills • Presentation and pitching skills	External			April 2025
Year 1: 1-hour 1:1 bimonthly coaching session (x 6) Year 2: 1 hour 1:1 coaching session 6 months post completion	• Individual led and tailored to their personal development goals and Personal development plan • Progression planning	External			1 hour 1:1 per month
Framework	• As written and delivered by Max Talent				

OCC Disciplinary Policy and Process into action					
OCC Managing Attendance Policy and process into action	• As written and delivered by max Talent				
Radical Candor: Candid and Caring Obnoxious Aggression	• As written and delivered by the people team				
Mentoring and Coaching	• What is mentoring • What is coaching • Benefits of both for supporting growth of employees • Benefits of both to support business objectives • Mentoring methods • Coaching techniques • Theory and skills – will need a real person to mentor or coach	Those from the coaching accreditation to support?			
Introduction to Change Management	• Understanding the need for change • Benefits of effective change management • Change models and frameworks • Stakeholder Analysis • Communications Strategies • Leadership in Change • Employee engagement • Risk management • Training and Development				

	• Monitoring and Evaluation • Best Practice (including examples and case studies) • Feedback and continuous improvement • Legal and Ethical considerations				
Basic Project Management	• Project Initiation • Project Planning • The people – roles, responsibilities, communication • Execution and Monitoring • Quality Managment • Risk • Change • Budgeting • Closing and evaluation • Continuous Improvement	Internal add on (already available/ ███████)			
Resilience (embedded and separate session)	• Understanding resilience • Building personal resilience • Adaptability and Flexibility • Coping mechanisms • Mindfulness and self-awareness • Problem solving skills • Support network • Resilient leadership • Positive psychology • Goal setting and motivation • Learning form failure • Time management and Prioritisation • Physical wellbeing • Crisis management				